

ALTERNATIVE PLAN SUBMITTAL SHEET

School Administrative Unit Submitting Alternative Plan:

- Kittery School Department

Contact Information:

Name: Larry Littlefield
 Address: 200 Rogers Road
 Kittery, Maine 03904

 Telephone: 207-475-1333
 email: lalittlefield@kitteryschools.org

Date Plan Submitted by SAU: April 3, 2009

The intent to submit an alternative plan has been approved by the Commissioner in the approval of the Notice of Intent?

☒ YES ☐ NO

(If NO, please explain.)

Alternative Plan Cover Sheet
(Please attach Alternative Plan as Exhibit A)

Plan Requirements				
Item	Complete	In Progress	Not Yet Started	Need Assistance ¹
Plan addresses how the SAU will reorganize administrative functions, duties and noninstructional personnel so that projected expenditures of RSU in fiscal 2008-2009 for the following areas will not have an adverse impact on the instructional program.				
system administration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
special education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
facilities and maintenance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan addresses how cost savings will be achieved in fiscal 2008-2009 for the above four areas.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parameters for Plan Development				
Enrollment meets requirements (2,500 except where circumstances justify an exception)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When viewed in conjunction with surrounding proposed units, may not result in one or more municipalities being denied the option to join an RSU	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes at least one publicly supported high school	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with policies set forth in section 1451	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of teachers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No closures of schools existing or operating during school year immediately preceding reorganization, except as permitted under section 1512	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborative Agreements				
		Yes	No	
Does your plan currently include information/documentation on collaborative agreements? (not required, but encouraged)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

¹ Please explain what assistance you need to complete this portion of your plan, and state from whom you need assistance, on the next page.

Exceptions to 2,500 minimum

Actual number of students for which the SAU is fiscally responsible: 1081

Exception	Exception Claimed in Plan	Documentation Provided? (Please attach as Exhibit B)	
		Yes	No
Geography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demographics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Population Density	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Unique Circumstances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Assistance Needs –

Please use this section to describe your needs for assistance and from whom you need assistance.

Law Reference/Required Element	Explanation of your assistance need	Assistance needed from whom?

ALTERNATIVE PLAN

SAU Submitting: Kittery School Department

Contact Information: Larry Littlefield
 Superintendent of Schools
 200 Rogers Road
 Kittery, Maine 03904
 207-439-6819
lalittlefield@kitteryschools.org

Date Submitted: April 3, 2009

Following implementation of the Maine school consolidation law in May 2008, Kittery worked diligently to comply with the law. Throughout this process, Kittery exerted much effort to find and develop efficiencies in the operations of the district in order to become a more sustainable school unit.

What follows are many of the steps the district took to meet these goals:

- The Kittery School Committee met with the school boards from MSAD #35, York School Department, and the Wells-Ogunquit CSD School Committee to discuss RSU and AOS partnerships.
- The Kittery Town Manager and Superintendent met with the President and Vice President of the York County Community College to explore partnership agreements.
- The Kittery Town Manager and Superintendent met with the Portsmouth, NH City Manager and School Superintendent to explore ways of sharing services and finding efficiencies.
- When Kittery lost its Food Director, the School District entered into a contract on a 50/50 basis for the services of the York School Department Food Services Director.
- The School Department obtained a grant from Efficiency of Maine to invest in a major lighting retrofit project in each of the 4 schools. Through Central Maine Power, the district installed advanced meter capacity tags on the electric meters in each school to consistently monitor and control energy usage and costs.
- The School Department started using the online GetBestBid purchasing portal for equipment and supplies when it became available earlier this year in York County. The district realized savings over last year's costs as the result of the recent copy paper bid.
- Working with the bus contractor, Kittery re-negotiated the agreement to transport students to area vocational schools on a per student basis for significant savings. Additional savings are anticipated as the result of the district's school re-configuration plan.
- In the Adult Education program, the school district's Director and the department head for the town's Recreational Department collaborate on programs including joint publishing of brochures. Through collaboration with neighboring school districts, a special education national consultant recently provided a program at significantly lower costs for each of the districts.

- The School Department and the town developed a plan to jointly share the services of a School Business Manager / Town Fiscal Agent. Additionally, the Town and School Department created a joint Shared Services Committee composed of 3 Town Councilor, 3 School Committee members, the Town Manager and Superintendent. This committee works to enhance communications and provide more efficient operations of the Town and School Department.
- Kittery School Department administrators, town department heads, the town manager and superintendent meet together to jointly discuss and prepare for their respective budgets. Sub-committees also meet to develop efficiencies in custodial services for school and town departments, joint school athletic and recreational programs, and town and school library programs.

System Administration

FY08 Actual	FY09 Projected	FY10 Estimated
\$624,745	\$623,352	\$665,419

Initiatives/Rationale:

1. The Town and School Department have jointly hired a Business Manager/Fiscal Agent. This is a new position for both the Town and School Department – neither side has had a business person to handle the overall financial aspects. Cost savings are already being realized in the consolidation of financial software for business operations – AP, payroll, budgeting. For example, the School Department must replace our outdated software and has joined with the Town to jointly purchase and implement the MUNIS software package. The package will be fully operational for both the school department and town by July 1, 2009. By replacing this software and entering a joint agreement with the town to share the costs, money will be saved by the school district, and operations will be modernized and more sustainable.
2. Sharing the services of a Food Director with the York School Department. Upon the loss of the Food Director in the Kittery School Department, we entered into a contract with the York School Department for the half time services of their Food Director. The food programs for both departments are more efficiently operated via consolidated purchasing, especially of local, seasonal produce from local producers. The efficiencies of both food programs have been consolidated and menu preparation is streamlined. An example is the new breakfast program that was started by the Director. More students are eating breakfast and the revenues for the program have increased. The NutriKids software enables very efficient operations including the ability of parents to pre-pay their children's meal costs on line.
3. We have become members of the GetBestBid purchasing portal for all of our equipment and supplies. We recently bid our copy paper for next year and obtained a unit cost far less than the current year's cost by virtue of the efficiency of the GetBestBid system.

4. Upon the retirement and re-hiring of the superintendent with a 2 year contract, he takes only a salary and a reduced benefit package resulting in a savings to the district. For the 2 years remaining on his contract, he takes the same salary as last year.

One of the major reasons for the projected increase is the hiring of the Business Manager/Fiscal Agent. We fully expect that this position will pay for itself as we work to find many opportunities for more efficient joint operation of the School Department and Town.

Facilities/Maintenance

FY08 Actual	FY09 Projected	FY10 Estimated
\$2,070,659	\$2,187,509	\$2,086,563

Initiatives/Rationale:

1. The current Maintenance Director who has held this post for 21 years is retiring at the end of April 2009. We are interviewing candidates from a pool of more than 35 candidates to fill this position. It is expected that the overall cost of filling this position will be less than have experienced.
2. The district has spent \$177,000 in lighting efficiency upgrades, of which a portion was subsidized by Efficiency Maine. The savings are long term and the payback is estimated at less than 3 years.
3. The School Department worked with Efficiency of Maine to retrofit all of the lighting and switches in each of the 4 schools last. Additionally, through Central Maine Power, the district installed advanced meter capacity tags on the electric meters in each school to consistently monitor and control energy usage and costs. Kilowatt usage and costs have declined steadily.

We expect that through reconfiguration of our schools and the cutback in custodial services, we will realize these savings.

Transportation

FY08 Actual	FY09 Projected	FY10 Estimated
\$485,920	\$455,725	\$468,673

Initiatives/Rationale:

1. The School District has 1 more year remaining on the contract with Ledgemere Transportation. We currently operate 7 buses and operate 1 schedule for the K-5 students and 1 schedule for the 6-12 students. We are currently working to implement a new configuration for K-8 and 9-12 students, and working with the contractor to re-design the routes more efficient routes. Over the years, the contractor has consistently contained all contract increases to 3%. However, we are optimistic that the routes can be more efficient and less expensive.
2. As part of our co-curricular program, students pay a small transportation fee of \$75 to help offset overall sports transportation costs. Families who qualify for free/reduced cost meals do not pay this fee.

Reconfiguration of the routes and schedules should result in future savings.

Special Education

FY08 Actual
\$2,485,185

FY09 Projected
\$2,398,790

FY10 Estimated
\$2,542,746

Initiatives/Rationale:

1. Our currently special needs population is 17%. Our Special Services Director works with neighboring directors to find ways to share costs for staff development activities. Recently, a nationally recognized expert, Ross Greene, was jointly hired by 4 school districts in southern Maine for an excellent staff development activity.
2. Kittery currently operates an in-district special education program called CHOICES for high need students with emotional disabilities. Our Special Education is currently discussing tuition arrangements with neighboring school districts for their students to enroll in our program.
3. We employ staff member specialists in the Response to Intervention program aimed at providing both in class and out of class support for many students. Anecdotal evidence to date strongly indicates the success of this program in meeting student needs and reducing referrals to special education.
4. We also employ 2 Reading Recovery teachers at the primary school level. This program has proven very successful for the majority of students to bring them up to grade level in reading.

Special Education is a difficult area in which to find meaningful savings. However, the School District has created a dedicated reserve fund in the budgeting process to help offset unexpected and / or emergency budget needs.

Collaborative Agreements

Please find attached collaborative agreements with:

1. The York School Department for the services of a Food Services Director
2. Contract for joint services of a Business Manager/Fiscal Agent for the School Department and Town.
3. Articulation Agreement between Traip Academy and Southern Maine Community College

The October 1 student enrollment history for the Kittery School Department is as follows:

October 1, 2006: 1077

October 1, 2007: 1048

One of the above-mentioned reductions and / or increases in the budgets for System Administration, Facilities/Maintenance, Transportation, and Special Education will have an adverse impact on the instructional program.

1-2
STRAY COPY 7

CONTRACT FOR FOOD SERVICES MANAGEMENT

This Agreement is made and entered into this 27th day of August 2008 by and between York School Department and Kittery School Department.

WHEREAS, York School Department currently employs Doris Demers as a Food Services Director; and

WHEREAS, Kittery School Department wishes to contract with York School Department to secure the services of Doris Demers for the benefit of its school system;

NOW THEREFORE, the Superintendent of Schools of York School Department and the Superintendent of Schools of Kittery School Department agree as follows:

1. Service to Kittery School Department: Effective as of August 27, 2008, Doris Demers shall divide her time between York and Kittery during the regular school year for the purpose of providing food service management services to Kittery. Kittery and York shall mutually determine the actual schedule for such services.

2. Payments by Kittery School Department: For the services referred to in the preceding paragraph, Kittery shall pay to York fifty percent (50%) of the actual cost of Doris Demers' employment, including salary, benefits, and York's share of required contributions to state and federal agencies. York shall bill Kittery for said services in December 2008 and April 2009. All bills shall be paid by Kittery within thirty (30) days of receipt. Cost projections are attached to this contract.

3. Employee of York School Department - Direction and Supervision: It is understood by and between the parties that notwithstanding this contract for shared services, Doris Demers is and shall remain an employee of York, but shall be considered to be a joint employee of Kittery and York for workers' compensation purposes. Both York and Kittery shall therefore be responsible for listing Doris Demers as an employee for workers' compensation purposes.

It is understood by the parties that, while performing services for Kittery, Doris Demers shall be subject to the administrative direction, supervision and control of Kittery.

4. Responsibility for Claims: The parties hereto recognize that although employed by York, Doris Demers is an individual providing services to two independent school units. Accordingly, the parties hereto understand and agree that each school unit is fully and solely responsible for any claims, causes of action, demands or suits of any kind or nature which may be brought against that unit as a result of the services provided by Doris Demers.

Accordingly, neither party hereto undertakes to indemnify the other for claims against the other party.

5. Term of Agreement: This agreement shall be effective as of August 27, 2008 and shall terminate on June 30, 2009 unless extended thereafter by mutual agreement of the parties. It is specifically understood by the parties that this agreement is subject to termination prior to June 30, 2009, upon thirty (30) days written notice should Kittery decide in its discretion to terminate the services of Doris Demers for any reason whatsoever. In the event of such termination, the base payments referred to in Paragraph 2 above will cease.

6. Entire Agreement: This contract represents the entire agreement between the parties, supersedes any prior agreements, understandings or representations, and may be amended only by an agreement in writing signed by both parties.

Superintendent of Schools
York School Department

By: Dwight Syme 9/12/08
Superintendent of Schools

Superintendent of Schools
Kittery School Department

By: Larry Littlefield 9/15/08
Superintendent of Schools



Coppola Rockburn LLC
Specializing in Municipal Finance Consulting

PROFESSIONAL SERVICES AGREEMENT

I. PARTIES TO THE AGREEMENT

This Agreement, dated April 1, 2009, is to retain professional consulting services for **Kittery School Department and the Town of Kittery, Maine, (the Client)**, to be provided by **Coppola Rockburn LLC**, and is lawfully entered into between the Client, by its School Superintendent, Larry Littlefield and its Town Manager, Jonathan Carter, and Coppola Rockburn LLC by its authorized representative, Sheri Rockburn.

II. SCOPE OF WORK

Coppola Rockburn LLC will provide the services of Sheri Rockburn, CPA, to serve in the capacity of "Business Administrator". In this capacity, Ms. Rockburn will provide day-to-day financial management and oversight of all accounting functions for the Kittery School Department and the Town of Kittery, and will fulfill all other duties and responsibilities customarily associated with the financial management functions for the Town or School Department.

Ms. Rockburn will be available on-site for an average of 24 hours per week (unless more hours are requested by the Client). She will be available off-site, by phone, and by e-mail as the requirements of the role require, and she will generally be available at any time (within reason) for consultation with Town or School Department personnel or in the event of a situation requiring her direct input.

III. FEES AND CHARGES

Our services for this project will be provided on a time and expense basis.

Fees and charges for services performed will be invoiced twice monthly. Coppola Rockburn LLC will provide a detailed, itemized description of the services provided and expenses incurred. Payments will be made within fifteen (15) days of receipt of the invoice unless otherwise agreed, no interest is assigned for late payments.

Fees for Ms. Rockburn's professional services will be calculated at the rate of \$85.00 per hour which includes all commuting time and mileage.

IV. COPPOLA ROCKBURN LLC PERSONNEL IN CHARGE

Sheri Rockburn, will serve as the Manager in charge of this engagement. Specific Project Team members will be assigned based upon specific needs.

Communications or correspondence related to any problems, issues, or changes required for this project shall be directed to the Client and at the following address:

Larry Littlefield, Superintendent
Kittery School Department
200 Rogers Road Extension
Kittery, ME 03904

Jonathan Carter, Town Manager
Town of Kittery
200 Rogers Road Extension
Kittery, ME 03904

Written correspondence can be made to Coppola Rockburn at PO Box 3476 Concord, NH 03302.

V. TERM

This agreement shall remain in force and effect through June 30, 2010 unless otherwise terminated by the Client or extended by mutual agreement.

This agreement shall remain in force and effect through completion of the assignment. Either party may terminate the Agreement with written notice to the other party.

MUTUAL REPRESENTATIONS

Coppola Rockburn LLC represents to the Client it is a duly constituted limited liability corporation under the laws of the State of New Hampshire and is authorized to do business within this State (and the State of Maine) as a professional services corporation. Further Coppola Rockburn LLC is a CPA firm licensed by the New Hampshire Board of Accountancy.

Coppola Rockburn LLC has in force and effect general commercial liability and errors and omissions insurance coverage to protect the Client from accidents which Coppola Rockburn LLC or its authorized representatives may cause to persons or property or from professional errors or omissions when performing under this agreement.

Coppola Rockburn LLC has no liens or encumbrances which would adversely affect the ability to perform as stipulated under this agreement, its terms and conditions.

The Client represents to Coppola Rockburn LLC that sufficient funds have been appropriated so it may retain and compensate Coppola Rockburn LLC for the services provided for herein.

The Client's representative is authorized to enter into this agreement on behalf of the Client.

The Client is aware of no action, contemplated action, liability or other encumbrance which would limit or otherwise preclude the Client from freely entering into this agreement and compensating Coppola Rockburn LLC for the services provided.

INDEMNIFICATION

The Client agrees to hold harmless, indemnify, and defend Coppola Rockburn LLC, its agents, employees and affiliates, while acting for and on behalf of the Client as fully as if Coppola Rockburn LLC, its agents, employees, and affiliates, were acting in the capacity of full-time permanent employees of the Client.

ACCEPTED AND AGREED

Kittery School Department

Coppola Rockburn LLC

Larry Littlefield, Superintendent

Date: _____

Sheri Rockburn, CPA

Date: _____

Town of Kittery

Jonathan Carter, Town Manager

Date: _____

Articulation Agreement

between

TRAIP ACADEMY

and

**SOUTHERN MAINE
COMMUNITY COLLEGE**

in

Introduction to Computer Applications

IMT 105

Required for:

Business Administration

Culinary Arts

Restaurant and Lodging Management

Integrated Manufacturing

Horticulture

Plumbing, Heating, Air Conditioning & Refrigeration

Medical Assisting

Articulation Agreement

BETWEEN

TRAIP ACADEMY

AND

SOUTHERN MAINE COMMUNITY COLLEGE

BUS-111 FINANCIAL ACCOUNTING

Required for:

AS in Business Administration
AAS in Business Administration
AAS in Business Administration (Sport Management Option)
Certificate in Business Management
Certificate in Entrepreneurship/Business Ownership
AAS in Culinary Arts
AAS in Lodging and Restaurant Management

Developed by Southern Maine Community College

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